



2018

Annual Plan



C U Y A H O G A C O U N T Y
Board of Developmental Disabilities

2018 Annual Plan

Our mission is to support and empower people with developmental disabilities to live, learn, work and play in the community.

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Purpose of the Annual Plan

By December of each year, the Superintendent shall prepare and submit to the CCBDD Board a proposed budget plan for the next calendar year. The budget plan shall include the total amount of money to be received and spent in the next calendar year for each fund, the amount to be spent for employee salaries and employees' benefits for each fund, and CCBDD's guiding principles.

Guiding Principles of the Cuyahoga County Board of Developmental Disabilities

The following is a list of the guiding principles that align to CCBDD's mission and give direction to planning efforts and methods of operation:

SELF DETERMINATION

We believe that individuals and their families should be the primary decision makers in the management of their lives, pursue what is important to them and have a meaningful role in the community. This includes that individuals have control over the set amount of funding used to obtain the supports they need, have support to organize resources in ways that are life-enhancing, and have a circle of supports made up of family, friends, and both paid and natural supports. We also believe that individuals should be recognized for whom they are and what they can contribute, having a leadership role in developing policies that affect their lives and helping others reach success.

PERSON CENTEREDNESS

We promote the belief that people with developmental disabilities are people first. We use a person centered planning process to discover what is truly important to and about a person and what talents and skills that individual possesses. This ongoing process is values-based and focuses on a positive vision for the future of the person based on his/her strengths, preferences and capacities for acquiring new skills and abilities. We also believe that service coordination is the accepted format for the provision of needed support and services.

INCLUSION

We promote that all people can access and participate fully in all aspects of an activity or service in the same way as any other member of the community. We acknowledge that some people may need support to participate fully, and we believe in making necessary accommodations that respect the wants, needs, and choices of the person. We also believe in promoting quality of life and safety by enhancing relationships with friends, family members, neighbors, coworkers and fellow citizens, as these relationships naturally occur in integrated community settings.

FREEDOM & JUSTICE

We believe that all people, including people with developmental disabilities, have the right to life, liberty, and the pursuit of happiness; the right to be treated with respect and dignity; the right to an independent life; and to control one's own destiny. The rights of individuals are further promoted by CCBDD's compliance with the *Bill of Rights for Individuals with Developmental Disabilities* (Ohio Revised Code, section 5123.62) and the Ohio protection and advocacy system (Ohio Revised Code section 5123.60 5123.64).

OPPORTUNITY

We promote that, within available resources, individuals have the right to make essential decisions regarding where to live, with whom to live, and how and where to spend their time. We believe that people should have the freedom to choose the individuals or agencies supporting them. We also promote independence by encouraging economic self-sufficiency, thereby enabling individuals to become contributing members of their communities.

HEALTH & WELL-BEING

We promote health and well-being by assisting individuals to prepare for and respond to threats of health and safety, to access needed health care, to be safe and to have the best possible quality of life. We believe that good health includes family stability and preservation which we promote by providing services and supports that strengthen and enhance the family's capacity to effectively respond to the challenges of caring for a family member with a developmental disability.

DIVERSITY

We recognize the strengths of all people with developmental disabilities, from all races, ethnicities, cultures and socioeconomic backgrounds. We promote diversity by supporting individuals in a culturally-competent manner, responsive to others' beliefs, attitudes, interpersonal styles, languages, and behaviors. We ensure meaningful opportunities for full participation in community life.

Executive Summary: An Overview of the Current DD System

The developmental disability (DD) system in Ohio and Cuyahoga County is in the midst of transformational change. This change is focused on providing even more community-integrated work and life options for people with developmental disabilities. Living, learning, working and playing in the community is and always has been at the core of CCBDD's mission. We have embraced the change upon us and are planning for our future, one that will allow us to continue to be a primary community resource that connects people with developmental disabilities to a lifetime of supports and empowers them to live a happy and meaningful life according to their desires and goals.

The policy initiatives driving the change are two-fold. The Centers for Medicaid and Medicare Services (CMS) issued new rules that went into effect in March 2014 stating that Medicaid funds can no longer be used to pay for waiver services that have the effect of isolating people. Instead, services must be integrated in and support an individual's full access to the community. In addition, CMS stated that there is an inherent conflict of interest when county boards of DD provide both service coordination and direct waiver services, including adult day services, employment services and transportation. All county boards in Ohio must eliminate this conflict of interest by phasing out of the provision of these direct services. An agreement between CMS and the Ohio Dept. of DD gives county boards until 2024 to comply with conflict-free case management.

As we continue on our journey forward, it is our commitment to work together and work thoughtfully with individuals, families, providers and the community and to share transparent communication about the changes ahead. CCBDD has an accomplished history of supporting children and adults with developmental disabilities, assuring they have access to needed services and an inclusive community. This will continue to be our focus as we strive to achieve the goals we have for the future.

Strategic Goals 2017-2019

- **Increase opportunities for community employment**
- **Increase opportunities for community integration**
- **Enhance the service quality and capability of provider agencies**
- **Plan for our changing role**
- **Achieve organizational success**

CCBDD's strategic goals are an outcome of its Vision 2024 planning process which began in late 2015. Vision 2024 was created to plan early and plan thoughtfully with regards to the changing role and identity of CCBDD as it phases out of its role as a provider of adult, employment and transportation services. Four task forces were created and charged with developing recommendations to advance the following areas that had been identified internally and by stakeholders as key priorities:

- **Employment-** Preparing trained and ready employees and engaging more with local businesses
- **Community Integration-** Assuring safe and accessible places and activities in the community
- **Provider Development-** Supporting private provider agencies while enhancing quality and their capability
- **CCBDD's Changing Role-** Analyzing future service models and phasing out of our role in direct services

Achieving organizational success highlights the specific goals CCBDD departments will undertake to complement broader agency strategic initiatives while also assuring the full continuum of CCBDD services remains intact.

GOAL: Increase opportunities for community employment

Employment First, an executive order signed by Governor Kasich in 2012, is a statewide initiative led by the Ohio Department of DD that promotes employment as the preferred option for working-age Ohioans with disabilities. Employment First means that, unlike in the past, as students with DD prepare to transition to adulthood, a pathway to employment should be explored. It also means that other adults of working-age should be given opportunities to explore places along the pathway, ranging from learning about and training for careers to getting and keeping a job.

Preparing and planning for adult life, including community employment, should begin very early, preferably at age 14. CCBDD continues to partner with local school districts, Opportunities for Ohioans with Disabilities and Ohio Means Jobs to help each student prepare to transition from school to employment, if that is the desired pathway. Providing opportunities for summer employment, which is an important way for students to learn on-the-job skills, is another way CCBDD and its partner agencies are helping students prepare for future careers/employment.

As CCBDD phases out of its role as a provider of employment services, working collaboratively with private provider agencies and employers has become of greater importance. To this end, CCBDD helped to form the Employment Collaborative of Cuyahoga County, a group of committed agencies that offer the business community access to trained and diverse candidates who meet workforce needs, and continues to provide leadership to this group. It is envisioned that as more agencies work together and share candidates within their network of employer relationships, employers and individuals alike will experience higher levels of success.

Increase opportunities for community employment	
Objective	Measuring for Success
1. Increase the number of individuals with disabilities in integrated, competitive employment.	<ul style="list-style-type: none"> ▪ 200+ individuals will achieve integrated, competitive employment for at least 90 days
2. Share information about Employment First, supportive resources and success stories with all stakeholder groups to facilitate related conversations and planning efforts	<ul style="list-style-type: none"> ▪ Continue ongoing communication efforts through at least ten outreach opportunities. ▪ Focus on four stakeholder groups of primary influence to address perceived barriers and raise expectations so that 75% of survey respondents will demonstrate above average confidence that individuals with disabilities can and should be employed
3. Implement multi-agency team planning efforts (employment provider, SA, and OOD* counselor) to promote continuum of support that ensures individuals are successful in community employment.	<ul style="list-style-type: none"> ▪ Increase by 30 the number of adults who are successfully closed to employment (with or without support) from OOD*/DD collaborative caseloads ▪ Increase the number of individuals served under the OOD* contract to 140 and assess the success of the contract by its impact on individuals

Increase opportunities for community employment

Objective	Measuring for Success
<p>4. Ensure high school students successfully transition to employment or post-secondary education/training leading to employment.</p>	<ul style="list-style-type: none"> ▪ 60 school seniors from the class of 2018 will transition directly into integrated, competitive employment upon graduation ▪ Share information with school districts regarding expectations of CCBDD roles and resources for transition age students
<p>5. Ensure the provision of personalized group employment services (vocational habilitation and/or group employment support) from private employment providers according to the employment outcome, service and funding authorization as described in their ISP.</p>	<ul style="list-style-type: none"> ▪ 50 individuals per quarter will receive personalized group supported employment services ▪ Assure availability and support providers in maintaining non-facility-based vocational habilitation and group-supported employment services that align with individual preferences and skills needed by employers ▪ Support providers to develop new, non-facility-based vocational habilitation sites to meet demand ▪ Support providers to deliver time-limited services (towards competitive employment) to individuals in existing vocational habilitation sites ▪ Assess and prepare all financially-viable CCBDD group-supported sites for transition to a private provider
<p>6. Maximize efforts of the Employment Collaborative of Cuyahoga County (ECCC) with businesses to ensure ample employment opportunities are available to individuals.</p>	<ul style="list-style-type: none"> ▪ Increase by 50 the number of job leads shared by participating provider agencies ▪ Increase by five the variety of job type/category leads shared by participating provider agencies ▪ Increase attendance of job seekers at hiring events by 85 by linking available job leads/employers to job seekers ▪ Increase by 12 the number individuals hired through the efforts of ECCC ▪ Maintain 100% retention of post 90+ days of employment

*OOD- Opportunities for Ohioans with Disabilities

GOAL: Increase opportunities for community integration

Opportunities for people with developmental disabilities to participate fully in community life and enjoy community assets just as their non-disabled peers do are the key aspects of community integration. Community integration includes being seen in ordinary places that are shared by others in the community and being a part of a network or personal relationships that provide opportunities for close friendships.

Community integration is an element of a person's whole life. Each person determines what a quality life looks like, which is the essence of person centered planning. People are actively engaged in planning and exploring community activities and experiential opportunities. They have support to participate in everyday community activities to develop and enhance social connections. Optimally, friendships are natural, meaningful and unpaid and individuals are supported to become more independent in the community and build community membership.

CCBDD's objectives for community integration are focused on the individual, helping him/her to identify places and areas of interest in the community, explore them and, ultimately, build skills and any needed supports to participate in the community as independently as possible. Utilizing volunteers and local places and businesses with inclusive practices in the community promote the strategies to achieve this goal.

Increase opportunities for community integration	
Objective	Measuring for Success
1. Increase awareness and collaborate with all stakeholders to promote community integration.	<ul style="list-style-type: none"> ▪ Identify eight opportunities to collaborate with individuals, parents/families, and providers to promote community integration ▪ Create print and electronic media that gives tips and tools for accessing the community ▪ Promote and/or sponsor events that build knowledge and skills in accessing the community ▪ Create print and/or electronic media to distribute to 500 businesses on how to welcome and communicate with people who have DD
2. Continue to implement changes to the volunteer program so more individuals have opportunities to participate in community-based activities of interest to them.	<ul style="list-style-type: none"> ▪ Increase by 34 the number of individuals supported by volunteers in the community ▪ Provide training and technical assistance to at least 5 community agencies, training their volunteers on inclusive practices ▪ Identify best practices related to community-based volunteers that can be shared with at least 10 private provider agencies ▪ Identify 10 opportunities for individuals to volunteer in the community

Increase opportunities for community integration	
Objective	Measuring for Success
3. Consider the use/repurposing of CCBDD buildings	<ul style="list-style-type: none"> ▪ Increase formal relationships of AACs with at least two local schools or other community partners to have direct interaction with at least 200 people
4. Increase awareness and understanding of what community integration is for all CCBDD staff, including each staff's role in supporting it.	<ul style="list-style-type: none"> ▪ Identify and share one next step to continue the awareness/understanding of community integration within each CCBDD department ▪ Share an example of 4+1 at a provider meeting
5. Continue to expand integrated community supports (ICS) and replicate promising practices.	<ul style="list-style-type: none"> ▪ 100% of individuals in the AACs receiving Adult Day Services will receive services based on their personal choices ▪ Share community membership best practices, including the integrated community supports model, with 10 providers and assess utilization and impact on individuals they serve
6. Assist families receiving Early Intervention (EI) services to achieve community membership.	<ul style="list-style-type: none"> ▪ Achieve 4,200 EI visits (or 20% of all visits) completed in community settings in the year

GOAL: Enhance the service quality and capability of provider agencies

As CCBDD continues to plan to phase out of its role as a provider of adult day, employment and transportation services, the need exists to enhance both the quality of services available to people with developmental disabilities and the capability of private provider agencies to serve individuals across a range of disabilities. In a survey (July 2016) of individuals/parents who attended CCBDD Town Hall meetings, the main concern expressed by parents/guardians related to the quality of services available for people with developmental disabilities. CCBDD will undertake an array of strategies to enhance and maintain strong, working relationships with provider agencies, including providing additional training opportunities aligned to identified areas for improvement, in order to assure individuals have choices among a pool of quality private provider agencies.

Enhance the service quality and capability of provider agencies

Objective	Measuring for Success
1. Support and encourage private DD provider agencies in Cuyahoga County to collaborate with each other in developing indicators of high quality service.	<ul style="list-style-type: none"> ▪ Maintain regular communication and monitor status in a liaison role with the provider community
2. Enhance the quality of services provided by private DD provider agencies through interdepartmental coordination.	<ul style="list-style-type: none"> ▪ Develop a process for CCBDD departments to share information relative to private DD provider agency needs and requests for support ▪ Develop an internal training packet to aid departments in assessing and assisting with private DD provider agencies' needs ▪ Respond to 100% of the referrals from private DD provider agencies ▪ Develop a process to determine successful implementation of action steps in collaboration with private DD provider agencies
3. Enhance competencies and capabilities of private DD provider agencies to serve individuals across a span of needs and to deliver high quality services through training	<ul style="list-style-type: none"> ▪ Enhance training topics to include those that build specialized skills related to community integration, transportation, and employment ▪ Conduct a Provider-to-Provider (P2P) Employment forum, reaching 20 agencies and 75 participants ▪ Conduct a Provider-to-Provider (P2P) Creative Day Services forum, reaching 50 participants ▪ Complete exit surveys for P2P forums to determine measurement of success for individualized service delivery
4. Advocate at the state level for an enhanced role of county boards on provider quality and compliance.	<ul style="list-style-type: none"> ▪ Participate in the monthly provider compliance statewide stakeholder group meetings
5. Support providers to build high quality profiles in the Provider Search Tool so that individuals/ families have more information within the provider selection process.	<ul style="list-style-type: none"> ▪ Reach out to 15 private DD providers each month to help them fully develop a provider profile in the PST and document results of outreach efforts

GOAL: Plan for our changing role

By 2024, CCBDD must have completely phased out of its role as a provider of adult day, employment and transportation services. The journey towards this goal began in 2015 through the creation of Vision 2024, a comprehensive planning process. A vital component of this planning initiative includes the need for CCBDD to identify its role and function throughout the upcoming transition and beyond. Options for privatization, the creation of a safety net services for those whom private provider agencies may lack the capabilities or capacity to serve, managing fluctuating fiscal resources, and rebranding the agency are all important considerations necessitating further exploration.

Plan for our changing role	
Objective	Measuring for Success
1. Manage safety net services in anticipation of CCBDD phasing out of its direct service role.	<ul style="list-style-type: none"> ▪ Provide safety net services for up to 350 individuals at an amount not to exceed \$7.5 million. (This includes transportation.) ▪ Assess provider capacity and capability for safety net services ▪ Discuss safety net services concept with providers ▪ Formulate criteria for the number and use of available providers, including both emergency and ongoing planned services
2. Plan for the privatization/phasing out of direct services.	<ul style="list-style-type: none"> ▪ Implement a plan of action with SAW, Inc. related to acquiring certification and status as a Medicaid Service Provider by December 31 ▪ Gather feedback/input from stakeholder groups via surveys and focus groups regarding areas of importance/considerations for the Request for Qualifications (RFQ) by April 30 ▪ Finalize collection of additional information and input in order to prepare the RFQ by September 30 ▪ Complete final RFQ draft by December 31
3. Prepare and support staff for the phasing out of the provision of direct services and privatization.	<ul style="list-style-type: none"> ▪ Identify outplacement and career transition services for staff impacted by privatization ▪ Identify and design retirement support (PERS) continuation from CCBDD for transitioning staff ▪ Explore outplacement options for staff impacted by privatization

Objective	Measuring for Success
4. Develop rebranding content and marketing strategies.	<ul style="list-style-type: none"> ▪ Develop a draft identity and branding platform by March 1 ▪ Pretest brand identity and elements with internal and external stakeholders by May 31 ▪ Develop brand messaging and guidelines by September 30 ▪ Implement brand messaging and guidelines internally by Dec. 31 ▪ Network with private providers to ensure consistent messaging
5. Develop methodology to better track attainment of desired service options for individuals.	<ul style="list-style-type: none"> ▪ Gather information on available tools and methods to determine improvements needed so that information regarding individual service options and timely access is available for analysis and review

GOAL: Achieve organizational success

It takes an entire agency, each and every department, to support transformational change guided by its mission as the overall goal. As CCBDD plans for, executes, monitors and celebrates the goals outlined in this Annual Plan, it will take the support and efforts of all departments to address challenges along the way and assure desired outcomes are achieved. To that end, this section represents specific goals the various CCBDD departments will undertake to complement broader agency strategic initiatives while assuring the full continuum of CCBDD services.

Goal	Measuring for Success
Behavioral & Health	
Complete the development of a positive behavior support system for preventing and intervening in behavioral crises requiring restraint (PBS-CR)	<ul style="list-style-type: none"> ▪ Train six staff to become trainers ▪ Transition 100% of ISPs with restraints in a CCBDD setting to the PBS-CR system ▪ Add PBS-CR training to new employee orientation
Decrease the number of referrals to provider compliance following a nursing quality assurance (QA) review	<ul style="list-style-type: none"> ▪ Reduce by 28 referrals
Reduce department budget	<ul style="list-style-type: none"> ▪ Realize a cost savings of \$12,000
Buildings & Grounds	
Increase competitive employment opportunities for people with DD by contacting vendors to encourage hiring	<ul style="list-style-type: none"> ▪ Five people with DD hired
Reduce department budget	<ul style="list-style-type: none"> ▪ Reduce supply inventory by \$55,000
Children's Services & Assistive Technology	
Meet or exceed the state determined standard of children exiting the Early Intervention program to be within age expectations	<ul style="list-style-type: none"> ▪ Standard for 2018 TBD by the OH Dept. of DD

Goal	Measuring for Success
Children's Services & Assistive Technology Continued	
Enhance families' abilities to enjoy activities in the community with their child in order to increase the overall number of community visits occurring each month	<ul style="list-style-type: none"> ▪ Analyze survey results for 300 families served in the Early Intervention program
Increase individuals' independence through the use of a range of high and low tech remote monitoring devices	<ul style="list-style-type: none"> ▪ 100 individuals increase their independence
Reduce department budget	<ul style="list-style-type: none"> ▪ Realize a cost savings of \$75,000 by increasing utilization of the equipment lending library and increasing numbers served to 500 individuals
Community & Medicaid Services	
Develop a process and assess the needs of people on the Waiting List	<ul style="list-style-type: none"> ▪ Assess needs for 200 people
Increase the number of people on Home and Community Based Services (HCBS) waivers.	<ul style="list-style-type: none"> ▪ Enroll 250 people
Identify trends in waiver match and evaluate factors which contribute to the increase in waiver match.	<ul style="list-style-type: none"> ▪ Trend analyses covering the last five years
Decrease the amount of time from initial Provider Search Tool referral to service start	<ul style="list-style-type: none"> ▪ Decrease by five days
Increase the number of people working with an employment SA who become competitively employed	<ul style="list-style-type: none"> ▪ Increase to 80 people
Increase the number of individuals working with an employment SA who show progression on their path to employment.	<ul style="list-style-type: none"> ▪ At least 60% of individuals working with an employment SA will show progression
Reduce department budget	<ul style="list-style-type: none"> ▪ Monitor contracted day/employment services so costs do not exceed \$6M ▪ Reduce costs for individuals served at Warrensville Developmental Center by \$50,000
Employment & Community Alternatives	
Maximize access to creative day supports for individuals in the Adult Activities Centers	<ul style="list-style-type: none"> ▪ Assess satisfaction of adult day services post redesign efforts; 100% of individuals will achieve personal outcomes
Maximize access to employment resources that supports the progression of individuals in group supported employment along their path to employment	<ul style="list-style-type: none"> ▪ Identify resources and address barriers to competitive employment for 100% of individuals in group employment sites ▪ Identify and address barriers to sustainability for 100% of group supported employment sites
Quantify a financial methodology for providing quality Adult Day Supports	<ul style="list-style-type: none"> ▪ Maintain substitute usage budget at \$800K while maintaining sufficient staffing coverage

Goal	Measuring for Success
Finance & Business Services	
Collaborate with each department for current and future cost-savings	<ul style="list-style-type: none"> ▪ Create 10 departmental financial goals
Increase efficiency through process improvements	<ul style="list-style-type: none"> ▪ Quantify efficiencies gained through process changes ▪ Determine OnBase capabilities
Improve financial and budgeting software systems	<ul style="list-style-type: none"> ▪ Research and analyze options; Establish an implementation timeline
Human Resources	
Redesign training content to prepare staff impacted by privatization	<ul style="list-style-type: none"> ▪ Enhance training offerings ▪ Review evaluations and other metrics
Redesign new employee orientation for substitutes to allow faster placement at sites	<ul style="list-style-type: none"> ▪ Increase recruitment efforts ▪ Monitor time lapse from hiring to placement
Redesign staff development opportunities to include more external agencies	<ul style="list-style-type: none"> ▪ Collaborate with provider development and support to align training ▪ Explore a learning management system to create an online library of trainings
Reduce department budget	<ul style="list-style-type: none"> ▪ Reduce budget by \$15,000
Information Technologies & Records	
Reduce the number of HIPAA privacy breaches from document or equipment loss	<ul style="list-style-type: none"> ▪ Reduce by six breaches
Expand the use of the OnBase application to reduce manual workflow and paper processing	<ul style="list-style-type: none"> ▪ Expand to three additional areas/functions of the agency
Reduce department budget	<ul style="list-style-type: none"> ▪ Reduce the number of printed documents by 1M (= \$20,000 savings)
Major Unusual Incidents (MUI)	
Expand the number of Intermediate Care Facility (ICF) providers engaged in the ICF pilot project to reduce unscheduled hospitalization MUIs	<ul style="list-style-type: none"> ▪ Expand by one agency
Reduce the number of repetitive, unscheduled hospitalization MUIs	<ul style="list-style-type: none"> ▪ Reduce by 200 investigations
Reduce department budget	<ul style="list-style-type: none"> ▪ Reduce investigative non-protocol workload by 950 hours
Public Information & Communication	
Increase opportunities for Good Life Ambassadors to educate the community about people with DD	<ul style="list-style-type: none"> ▪ Complete 25 presentations and/or face-to-face interactions ▪ 100% of post-presentation surveys will result in "increased or significantly increased" knowledge
Identify volunteer trends by private DD provider agencies to inform future strategies/collaboration	<ul style="list-style-type: none"> ▪ Obtain baseline data for a minimum of 25 private DD providers
Increase stakeholders' use of electronic communication	<ul style="list-style-type: none"> ▪ Increase subscribers to e-News by 500 ▪ Double the number of Facebook followers (goal = 4,500)

Goal	Measuring for Success
Public Information & Communication Continued	
Reduce department budget	<ul style="list-style-type: none"> ▪ Reduce by \$10,000 through increased use of electronic communication
Transportation	
Improve the quality of services provided by Non-Medical Transportation (NMT) providers	<ul style="list-style-type: none"> ▪ Increase the number of trainings by six
Promote greater independence in the community through expanded travel training services	<ul style="list-style-type: none"> ▪ Become an OOD vendor for travel training services ▪ Provide a “train-the –trainer” program for at least three schools/agencies ▪ Promote the travel training/community safety video through three or more methods
Reduce department budget	<ul style="list-style-type: none"> ▪ Reduce by three routes, three buses, and nine staff (= approx. \$1M savings)

2018 Revenue and Expenditure Plan

The Annual Budget Plan for 2018 builds on the steps that have been taken in 2017 to align with the CCBDD Transition Timeline and the 2017-2019 Strategic Plan. These planning documents outline strategies for the gradual shift away from CCBDD-provided adult, employment and transportation services, with a growing reliance on private DD provider-delivered services. This shift is in compliance with federal and state mandates and CCBDD's Strategic Plan. Staff throughout the agency are working together to develop a future vision of CCBDD's system of continued services and supports to individuals with developmental disabilities.

Estimated revenues for 2018 are \$173.3 million. These dollars are a combination of \$103.5 million in local levy dollars and \$69.8 million in state/federal billings and other sources. This 2018 estimate reflects a reduction from the 2017 final projected revenue total of \$176.8 million, and represents a decrease of \$3.55 million or 2%. This continued erosion of revenue is partly due to reductions in billings as a result of the phase-down of CCBDD-provided services.

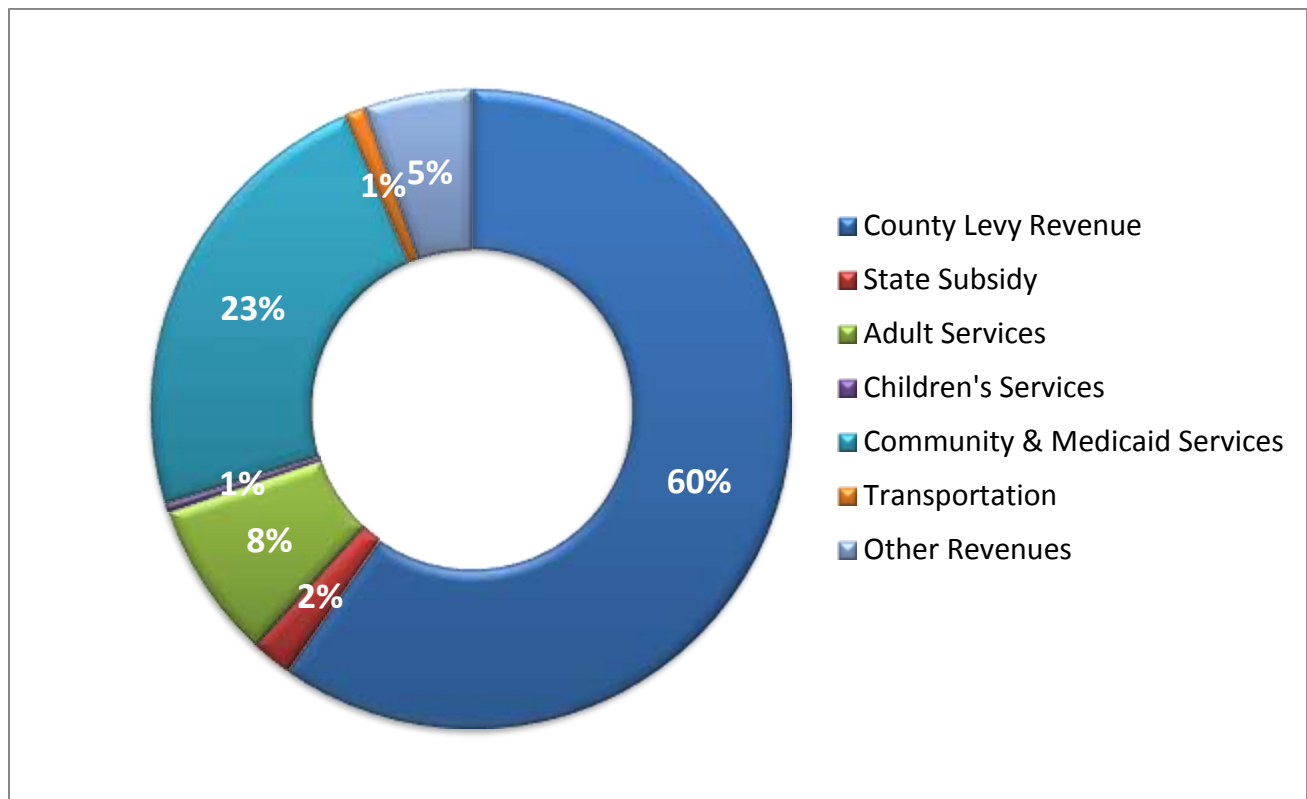
Planned expenditures for 2018 total \$188.0 million. The 2018 budget plan reflects a reduction from 2017 final expenditures of \$190.8 million. This represents a \$2.8M decrease or 1.5% in expenditures. The 2018 budget will address all on-going CCBDD operations and allow for the continued provision or coordination of services to more than 10,000 individuals.

This 2018 Annual Plan reflects a deficit of approximately \$14.7 million. Once again in 2018, CCBDD's strategic reserves will be utilized to make up the difference between estimated revenues and planned expenditures. Cost-saving measures are being implemented throughout the agency to lessen the amount of strategic reserves needed in the future.

Revenue

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
County Levy Revenue	103,527,223	103,000,000	103,500,000	103,500,000
State Subsidy	3,784,532	3,800,000	3,748,750	3,600,000
Adult Services	17,905,242	16,850,000	15,244,939	13,800,000
Children's Services	826,472	800,000	830,000	830,000
Community & Medicaid Services	38,609,149	38,248,700	39,972,249	40,393,700
Transportation	5,973,420	3,200,000	2,940,393	1,825,000
Other Revenues	18,339,473	8,575,000	10,592,274	9,330,000
TOTAL REVENUE	<u>\$188,965,511</u>	<u>\$174,473,700</u>	<u>\$176,828,605</u>	<u>\$173,278,700</u>

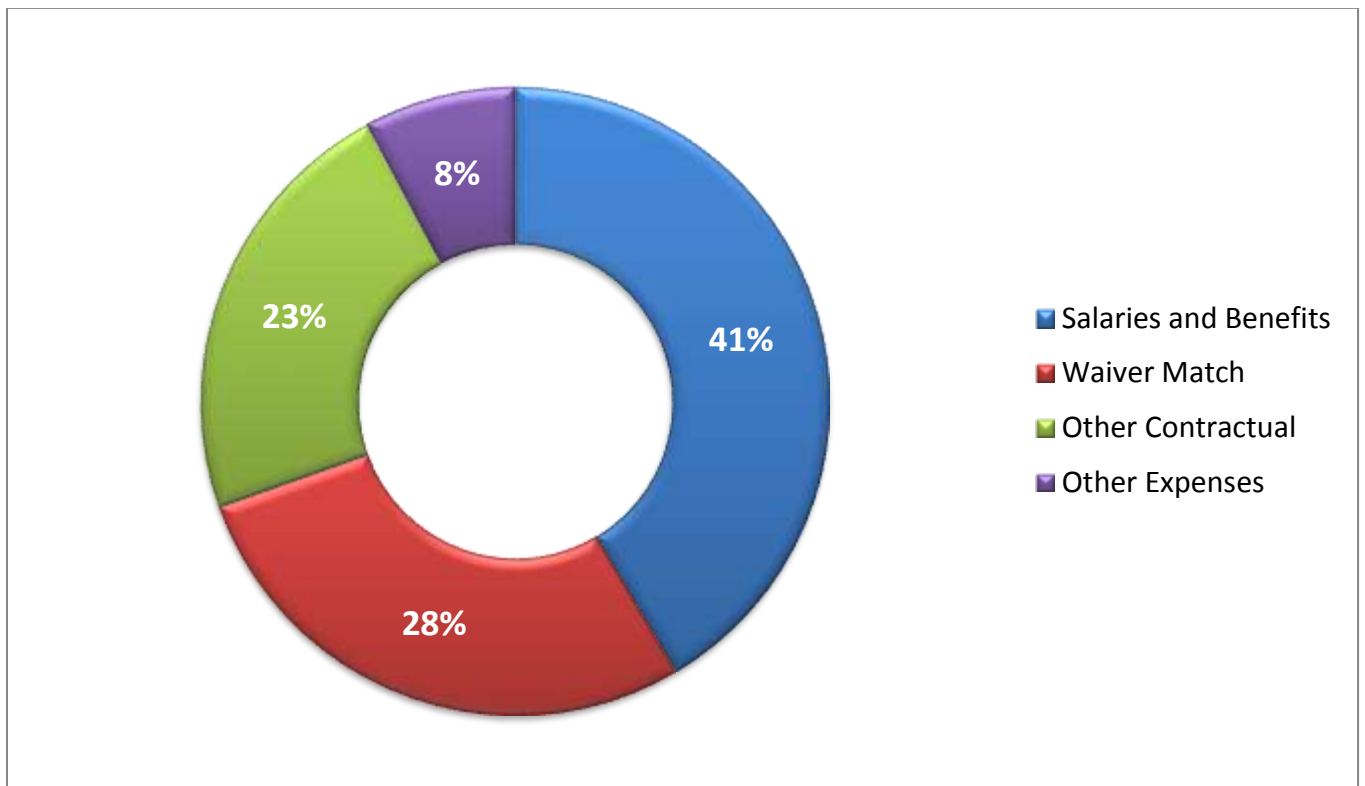
2018 Revenue



Expenditures

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>PROJECTED</u>	2018 <u>BUDGET</u>
Salaries and Benefits	83,466,364	84,461,339	80,917,494	77,968,840
Waiver Match	42,941,080	46,535,000	47,492,935	52,825,000
Other Contractual	53,836,687	49,769,789	49,713,566	42,581,714
Other Expenses	13,026,997	14,928,684	12,676,828	14,659,325
TOTAL EXPENDITURES	<u>\$ 193,271,128</u>	<u>\$ 195,694,812</u>	<u>\$190,800,823</u>	<u>\$188,034,879</u>

2018 Expenditures



Projected Cash Balances

	2017 Projection	2018 Budget
Unencumbered Opening Cash	\$ 100,204,342	\$ 86,232,124
Revenues	\$ 176,828,605	\$ 173,278,700
Expenditures	\$(190,800,823)	\$(188,034,879)
Unencumbered Ending Cash	\$ 86,232,124	\$ 71,475,945

Cash Balances by Year

